MARCORSYSCOM
Civilian Acquisition Workforce Personnel Demonstration Project

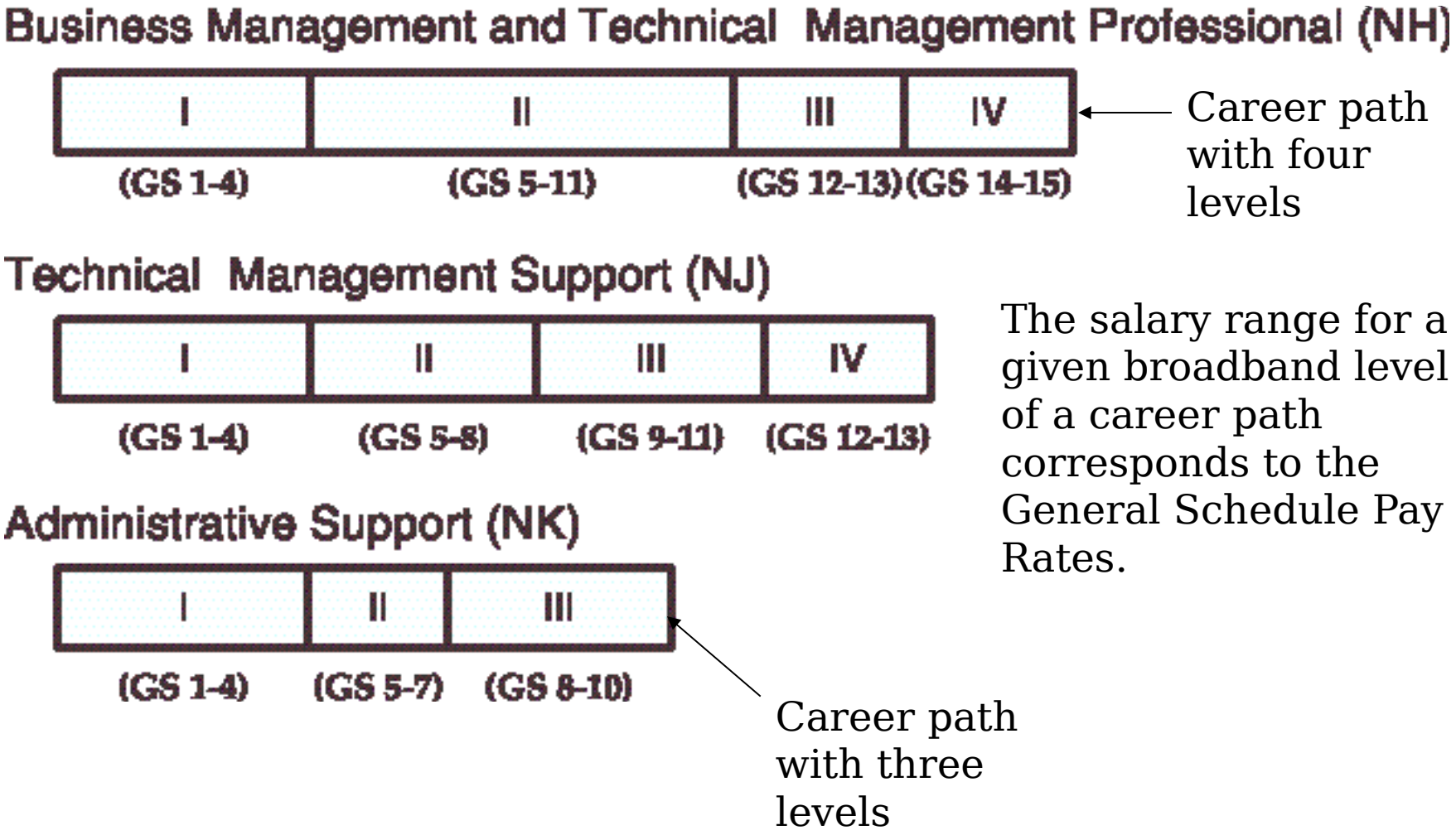
An Introduction to CCAS

[Contribution-based Compensation and Appraisal System]

Workforce Management and Support Directorate
DEMO Plans and Policies Team

July 2000

There are three career paths with broadband levels.



The salary range for a given broadband level of a career path corresponds to the General Schedule Pay Rates.

There are point ranges associated with each career path and broadband level.

LEVELS		Business and Technical Professional	Technical Support	Administrative Support
		Point Range	Point Range	Point Range
IV	Very High	115	95	70
	High	96–100	79–83	
	Med	84–95	67–78	
	Low	79–83	61–66	
III	High	79–83	62–66	57–61
	Med	67–78	52–61	47–56
	Low	61–66	43–51	38–46
II	High	62–66	47–51	42–46
	M-H	51–61	41–46	
	Med	41–50	36–40	30–41
	M-L	30–40	30–35	
	Low	22–29	22–29	22–29
I	High	24–29	24–29	24–29
	Med	6–23	6–23	6–23
	Low	0–5	0–5	0–5

Table 4. Point Ranges

How Am I Evaluated Under CCAS?

You are evaluated against six factors.

- Factors
  - Problem Solving
  - Teamwork/Cooperation
  - Customer Relations
  - Leadership/Supervision
  - Communications
  - Resource Management

An example of a factor. This is for Resource Management for the Business Management career path.

LEVEL DESCRIPTORS	DISCRIMINATORS
LEVEL I • Uses assigned resources needed to accomplish tasks. • Plans individual time and assigned resources to accomplish tasks. • Effectively accomplishes assigned tasks.	- Scope of Responsibility - Planning/Budgeting - Execution/Efficiency
LEVEL II • Plans and utilizes … iect goals. • Optimizes resour … established sched … • Effectively accor … resource guidelir …	- Scope of Responsibility - Planning/Budgeting - Execution/Efficiency
LEVEL III • Plans and allocat … projects/programs. • Identifies and optimizes resources to accomplish multiple projects/programs goals. • Effectively accomplishes multiple projects/programs goals within established guidelines.	- Scope of Responsibility - Planning/Budgeting - Execution/Efficiency
LEVEL IV • Develops, acquires, and allocates resources … goals and strategic objectives. • Formulates organizational strategies, tactics, and … to acquire and allocate resources. • Optimizes, controls, and manages all resources across projects/programs. Develops and integrates innovative approaches to attain goals and minimize expenditures.	… tv - Execution/Efficiency

Please note that DISCRIMINATORS are the same for all levels.

Please note that DESCRIPTORS are different for each level.

An example of a factor. This is for Resource Management for the Business Management career path.

LEVEL DESCRIPTORS	DISCRIMINATORS
LEVEL I • Uses assigned resources needed to accomplish tasks. • Plans individual time and assigned resources to accomplish tasks. • Effectively accomplishes assigned tasks.	- Scope of Responsibility - Planning/Budgeting
LEVE • Pla • Opt esta • Effe reso	
LEVE • Pla proj • Ide proj • Effe established guidelines.	
LEVEL IV • Develops, acquires, and allocates resources to accomplish mission goals and strategic objectives. • Formulates organizational strategies, tactics, and budget/action plan to acquire and allocate resources. • Optimizes, controls, and manages all resources across projects/programs. Develops and integrates innovative approaches to attain goals and minimize expenditures.	- Scope of Responsibility - Planning/Budgeting - Execution/Efficiency

Factors are in the Federal Register, MARCORSYSCOM Operating Procedures, and Position Requirements Document or go to www.marcorsyscom.usmc.mil/aw/demo/acqdempr.htm

What forms are used for CCAS?

Part III - Employee Self Assessment

Part II - Supervisor Assessment

Part I - CCAS Salary Appraisal

The Contribution Matrix

Part III - Employee Self Assessment

PART III Employee Self Assessment

Instruction: Provide narrative comments regarding your contribution against each contribution factor during the current year.

Problem Solving:

Teamwork/Cooperation:

Customer Relations:

Leadership/Supervision:

Communications:

Resource Management:

Employee signature Date

Starting about September 1 of each year, the employee fills out a self-assessment which will be given to the supervisor not later than October 5. The employee provides a bulletized description of his/her contribution against each of the evaluation factors. The supervisor should discuss this input directly with the employee prior to sub paypool meetings to clarify if there is a potential discrepancy, disagreement, and/or misunderstanding.

How Do I Complete My Self Assessment?

Modify thinking

from just

“WHAT” (the activity) and “HOW” (the level of performance)

to include

“WHY” (the benefit that helps meet the mission) and “WHO” (the customer)

Remember to think in terms of cause and effect.

“I did X that resulted in Y which is related to Z (the mission).”

IS GUIDANCE AVAILABLE?

MARCORSYSCOM
EMPLOYEE SELF-ASSESSMENT HANDBOOK
And
SUPERVISOR ASSESSMENT HANDBOOK

Part II - Supervisor Assessment

PART II Supervisor Assessment

Instruction: Provide narrative comments regarding employee's contribution against each factor during the current year and a score for each factor.

Problem Solving:

Teamwork/Cooperation:

Customer Relations:

Leadership/Supervision:

Communications:

Resource Management:

Signature Date

After receiving Part III from the employee, the supervisor completes Part II, Supervisor Assessment, for each employee. The assessment is the basis for discussions during the annual sub-paypool and paypool meetings. After final paypool manager approval, the completed form becomes the basis for discussion with each employee.

Contributions Matrix

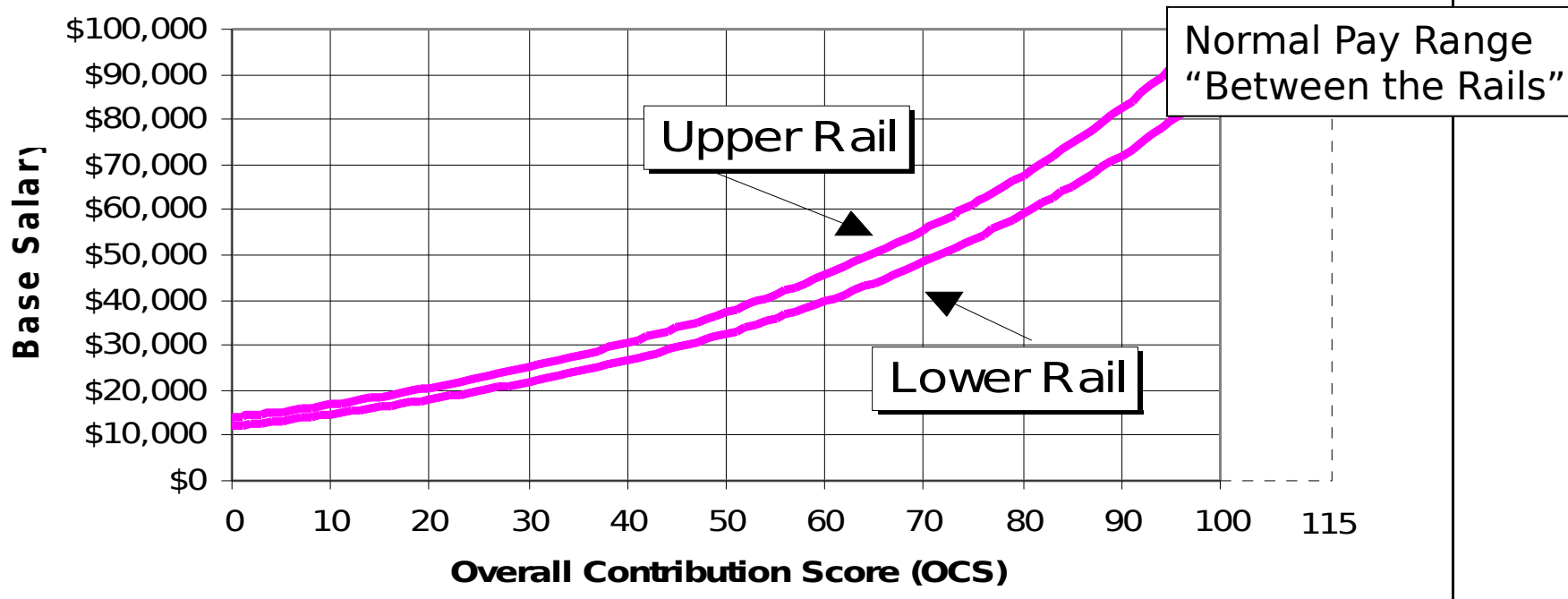
		FACTORS					
		Problem Solving	Teamwork/ Cooperation	Customer Relations	Leadership/ Supervision	Communi-cations	Resource Mgt
	Very High						
Level IV	High						
	Med						
	Low						
Level III	High			X			
	Med	X					X
	Low				X		
Level II	High						
	MH						
	Med					X	
	ML						
	Low		X				
Level I	High						
	Med						
	Low						

Now that we have discussed what appraisal for
let us look at four basic concepts that must be

- Normal Pay Range and eligibility for compen
- Expected Level of Contribution
- Delta OCS and Delta Salary
- Compensation from the Pay Pool

Normal Pay Range and Eligibility for Compensation

The Normal Pay Range is the region bounded by the upper and lower rails, also called “between the rails”.



- Above the Upper Rail = Inappropriately Compensated A Region
- Normal Pay Range (Between the Rails) = Appropriately Compensated
- Below the Lower Rail = Inappropriately Compensated B

The region determines your eligibility for compensation. These are the compensation rules and limits.

Category	General Pay Increase	Contribution Rating Increase	Contribution Award	Locality Pay[1]
Inappropriately Compensated– A	**Could be reduced or denied**	**NO**	**NO**	**YES**
Appropriately Compensated	**YES**	**YES[2]—Up to 6%**	**YES[5]**	**YES**
Inappropriately Compensated– B	**YES**	**YES[3,4]—Up to 20%**	**YES[5]**	**YES**

[1] Basic pay plus locality pay may not exceed Executive Level IV basic pay.

[2] May not exceed upper rail of NPR for employee's OCS or maximum salary for current broadband level.

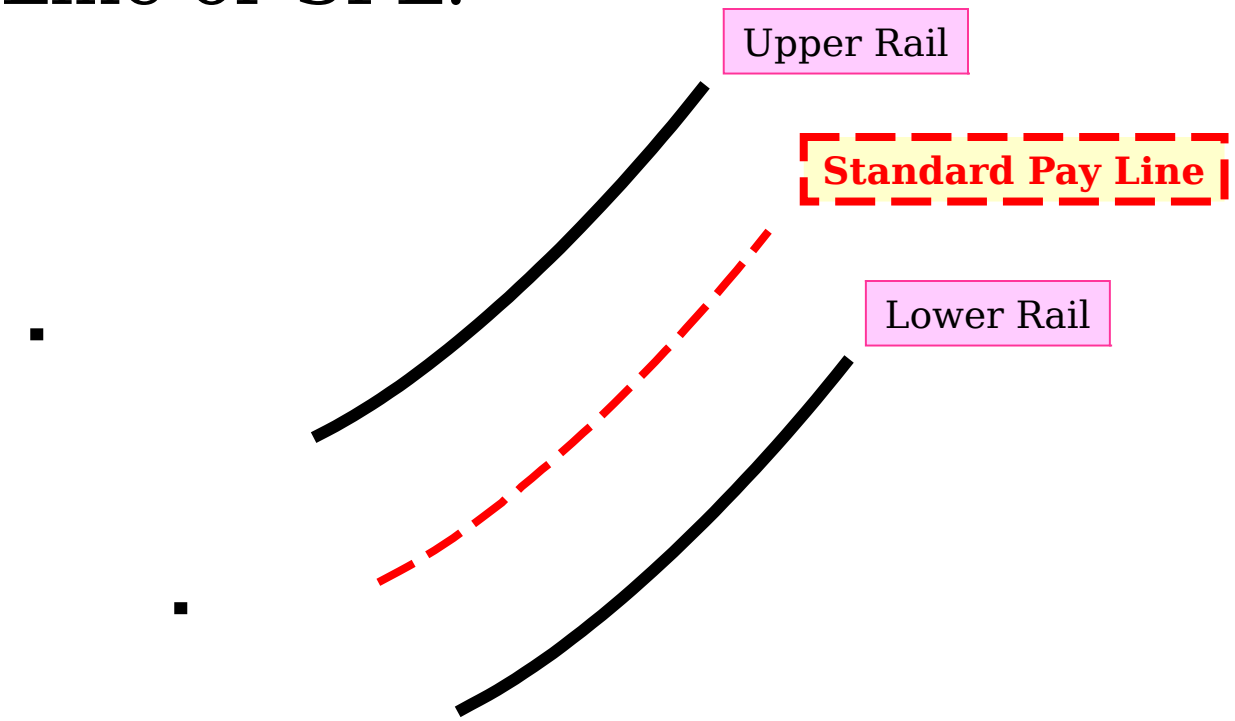
[3] Over 20% requires local commander's approval.

[4] May not exceed 6% above the lower rail or the maximum salary for current broadband level

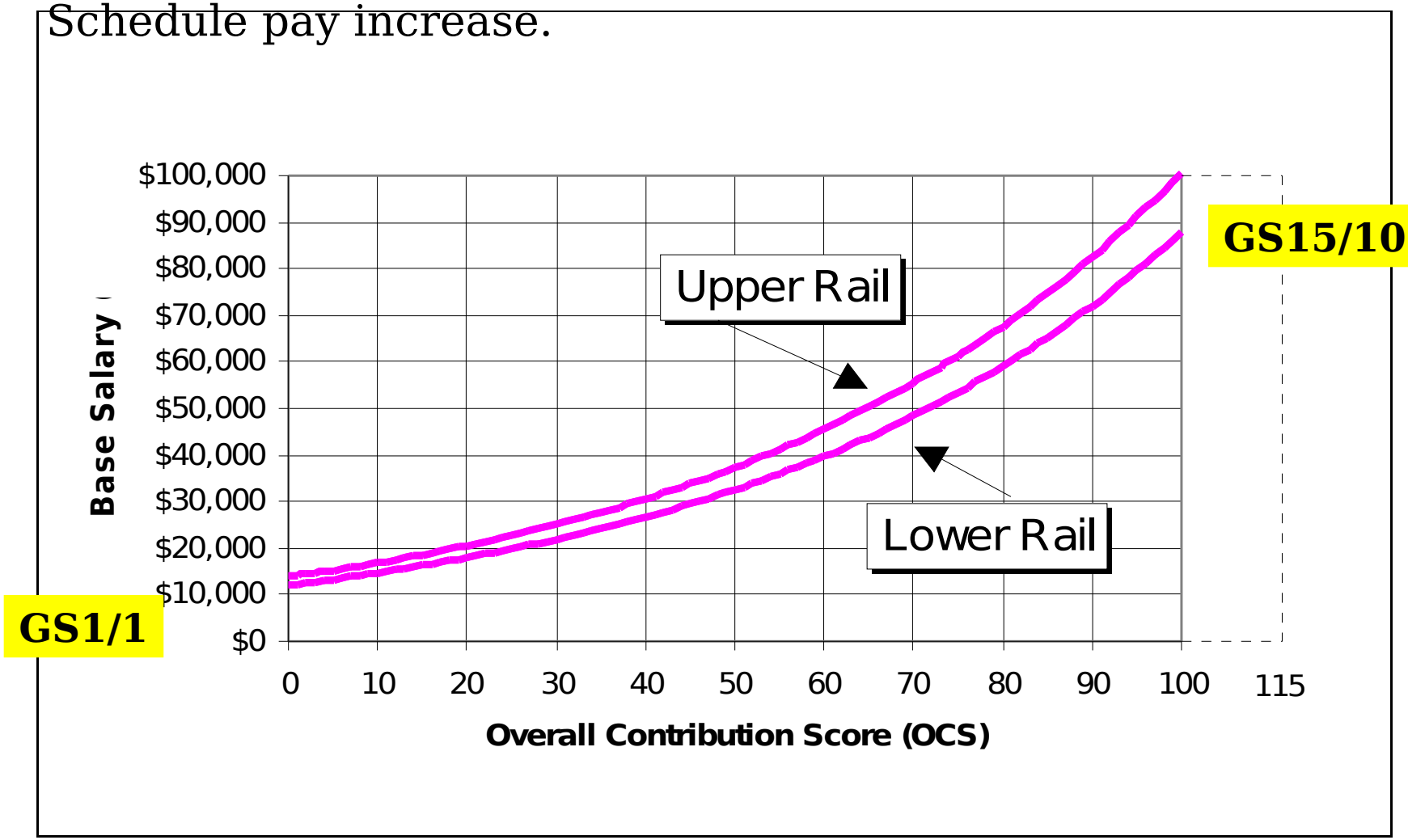
[5] Pay pool manager approves up to $10,000. Amounts exceeding $10,000 require local commander's approval.

Table 1. Compensation Eligibility Chart

The Normal Pay Range was previously defined as the region bounded by the upper and lower rails. Midway between the upper and lower rail is the Standard Pay Line or SPL.



The Standard Pay Line or SPL is a mathematical relationship between contribution and salary. The SPL tracks from the lowest pay, GS-1 Step 1, to the highest pay, GS-15 Step 10. It is increased annually in accordance with the General Schedule pay increase.



Expected Level of Contribution

From the NPR and SPL Chart, you can determine your Expected Level of Contribution.

The Expected Level of Contribution is derived by equating your current **base** salary to an expected Overall Contribution Score (OCS) on the NPR (upper and lower rails) and SPL Chart.

If you would like to calculate please refer

to the following web address

www.marcorsyscom.usmc.mil/aw/demo/acqdempr.htm

How is the Expected Level of Contribution Determined?

Employee's Base salary is $32,310.

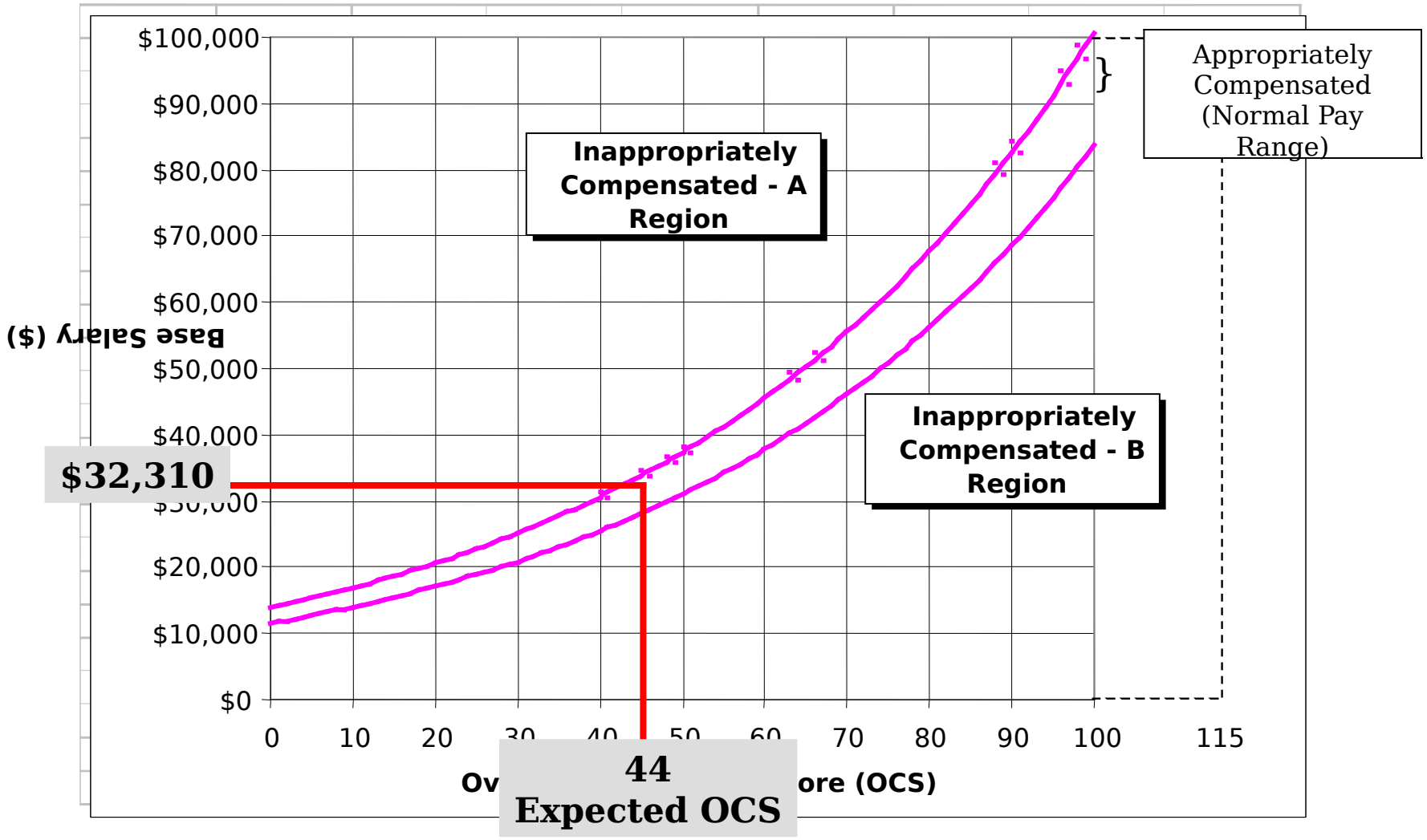
Find the closest dollar amount in the SPL column to the employee's base salary

Normal Pay Range and Standard Pay Line for 1999				
	OCS Score	SPL		
	39	$ 28		
	40	$ 29		
	41	$ 30		
	42	$ 30		
	43	$ 31		
	44	$ 31,994	$ 29,435	$ 34,554
	45	$ 32,635	$ 30,025	$ 35,246
			$ 30,626	$ 35,953
			$ 31,240	$ 36,673
	48	$ 34,637	$ 31,866	$ 37,408
	49	$ 35,332	$ 32,505	$ 38,158

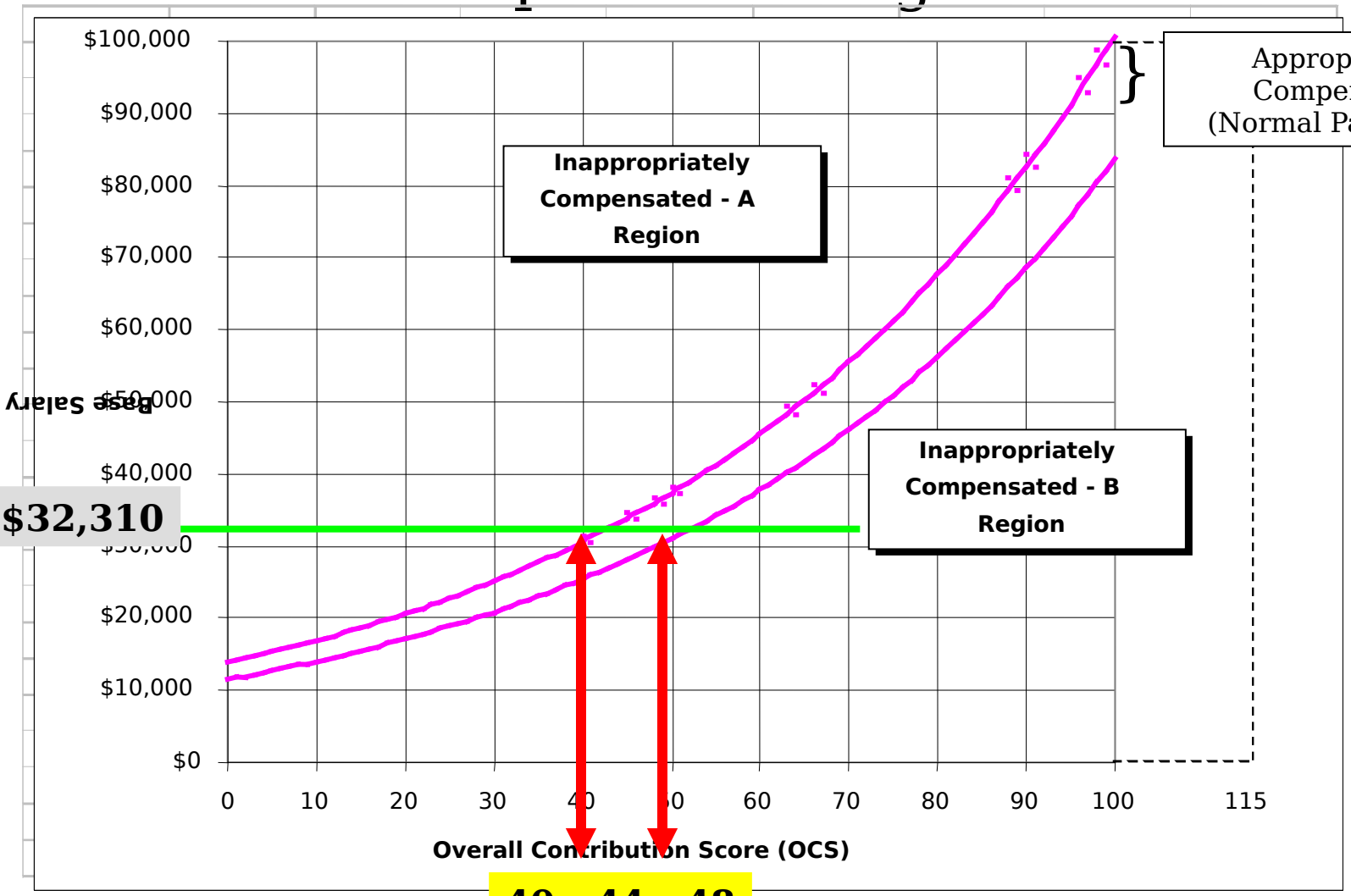
Expected Level of Contribution is 44

The NPR and SPL Table is updated annually upon the effective date of the General Schedule Pay Tables. For the current Table, go to or click on www.marcorsyscom.usmc.mil/aw/demo/acqdempr..htm

The Expected Level of Contribution for a base salary of $32,310 is 44.

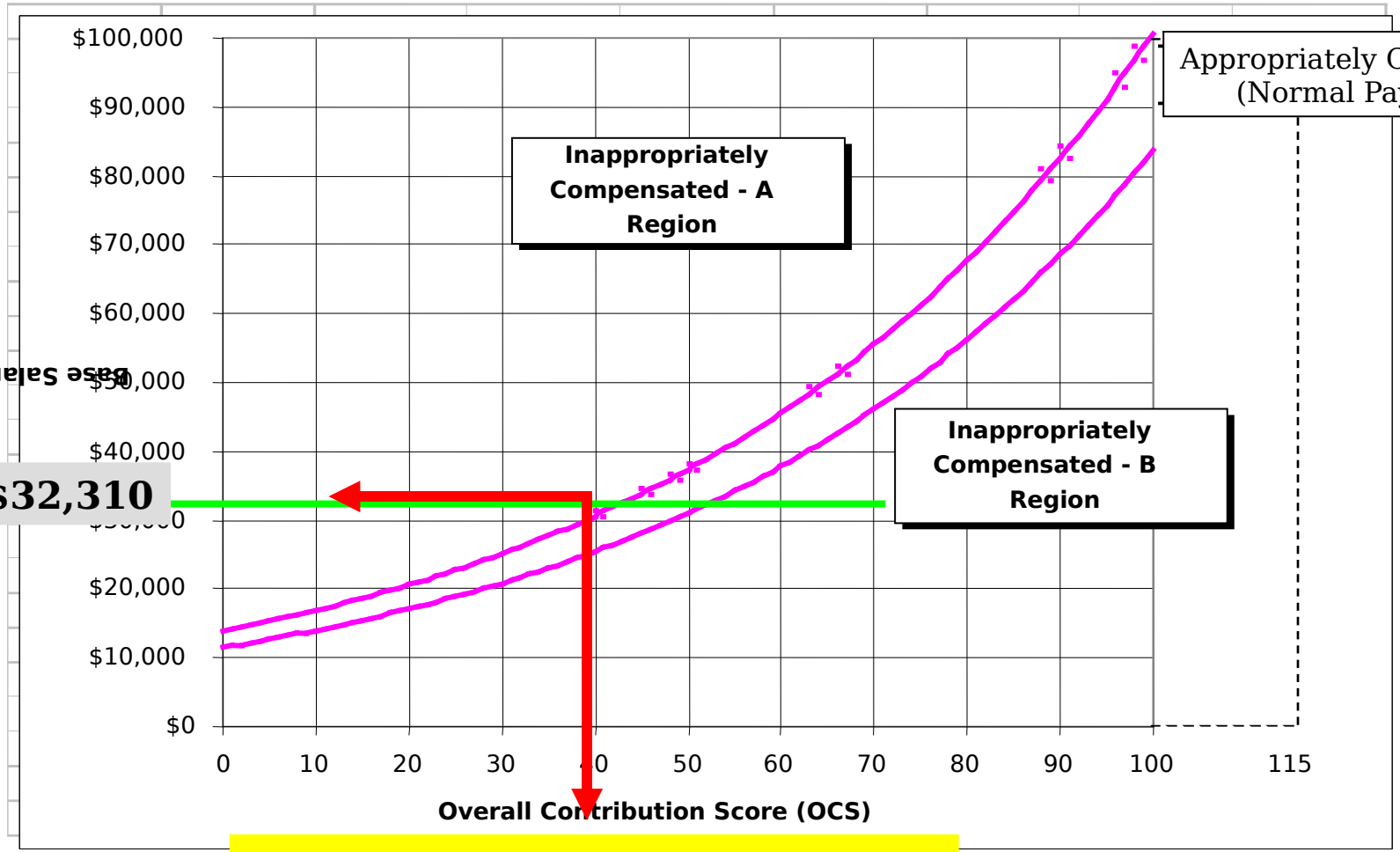


What is the approximate OCS range to remain within the Appropriately Compensated region?



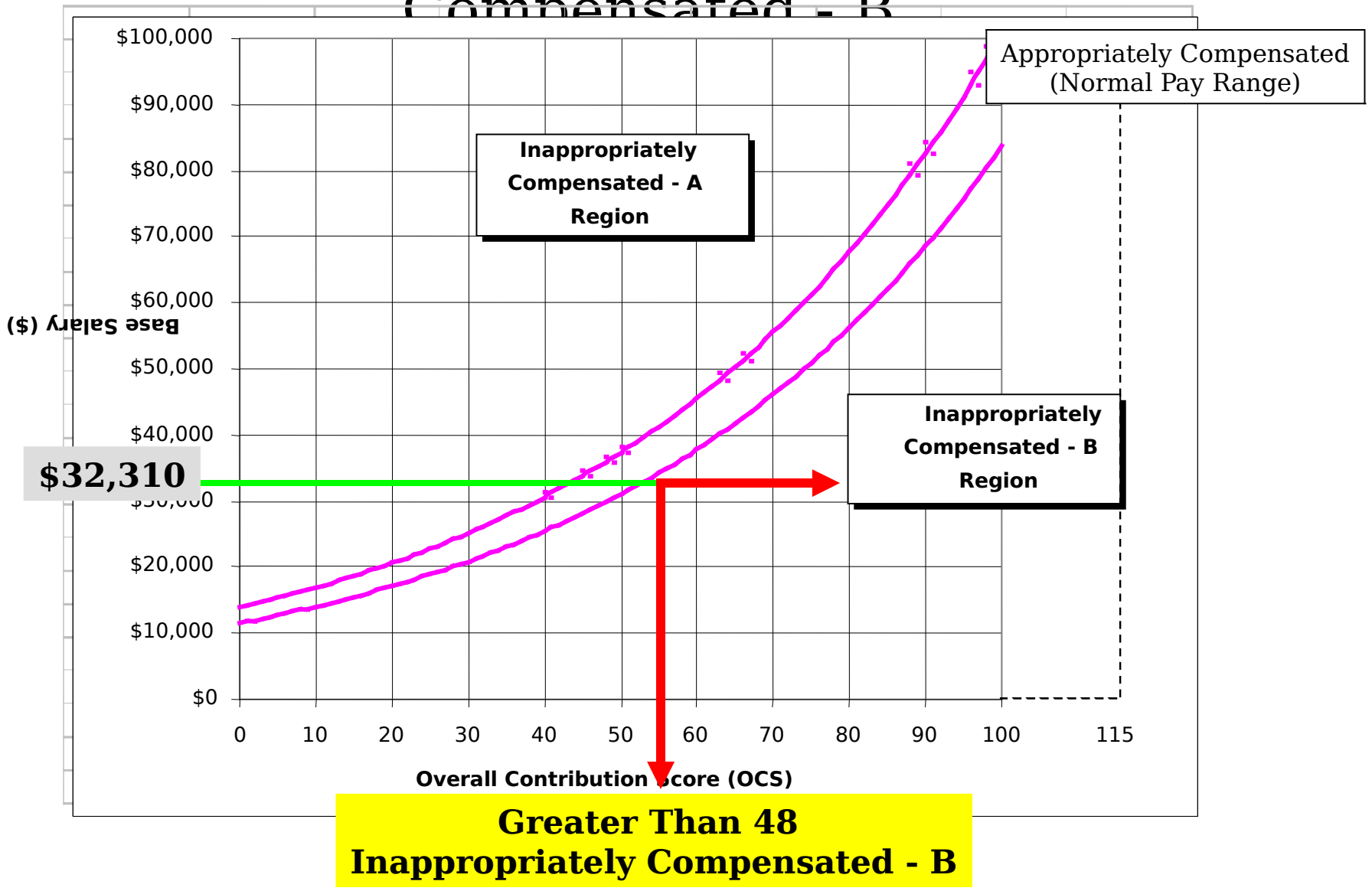
40 - 44 - 48 OCS Range

A score less than 40 places this individual above the upper rail- Inappropriately Compensated -A.



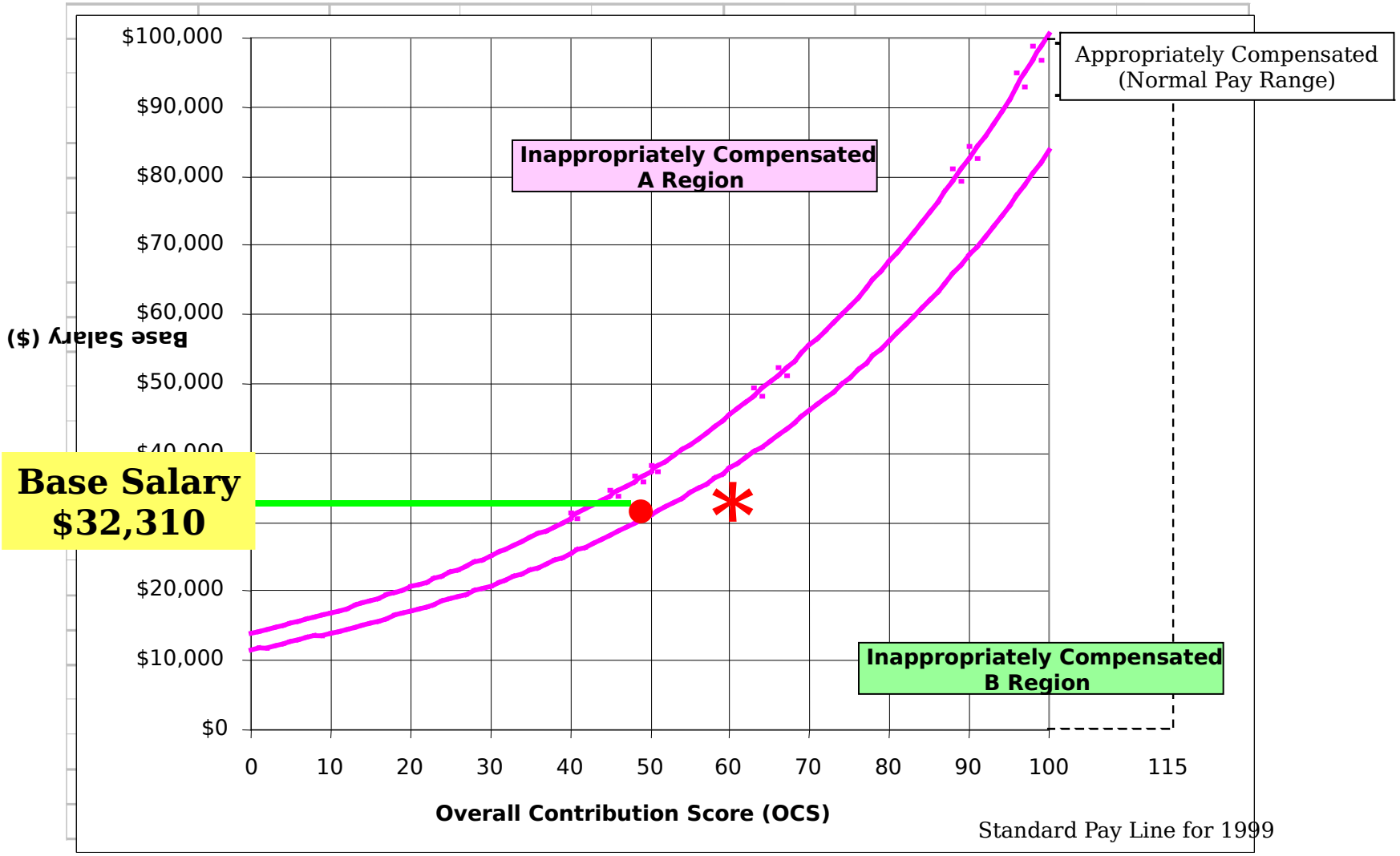
Less Than 40
Inappropriately Compensated - A

A score greater than 48 places this individual below the lower rail - Inappropriately Compensated - B

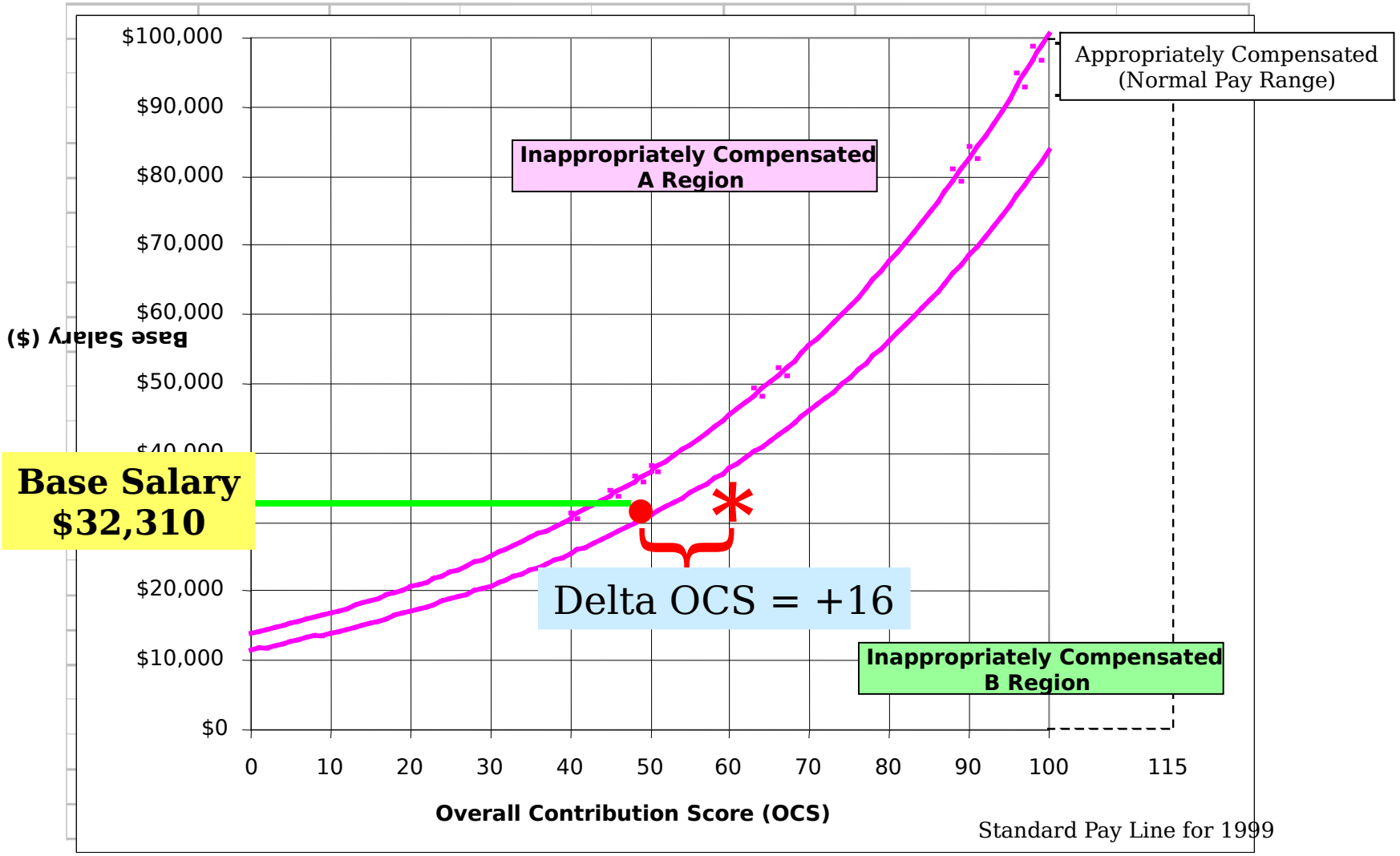


Delta OCS and Delta Salary

The Pay Pool Approved an OCS of 60.

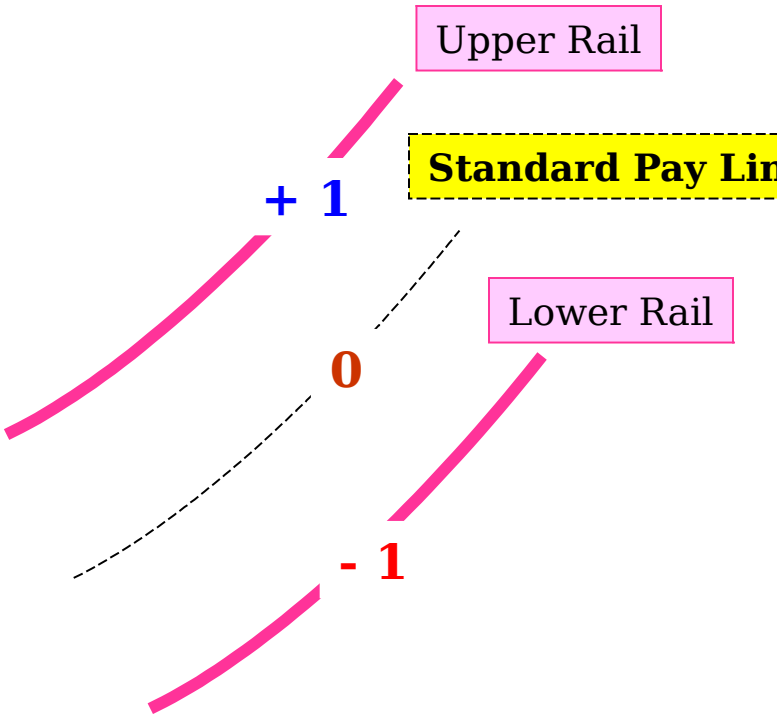


OCS score 60 - Expected OCS 44 = Delta OCS +16



The Target Salary for MARCORSYSCOM is the Standard Pay Line (also called Beta 0)

Normal Pay Range and Standard Pay Line for 1999				
	OCS Score	SPL	Lower rail	Upper Rail
	57	$ 41,410	$ 38,097	$ 44,723
	58	$ 42,240	$ 38,861	$ 45,619
	59	$ 43,087	$ 39,640	$ 46,534
	60	$ 43,950	$ 40,434	$ 47,466
	61	$ 44,831	$ 41,245	$ 48,418
	62	$ 45,730	$ 42,071	$ 49,388
	63	$ 46,646	$ 42,914	$ 50,378
	64	$ 47,581	$ 43,774	$ 51,387
	65	$ 48,535	$ 44,652	$ 52,417
	66	$ 49,507	$ 45,547	$ 53,468
	67	$ 50,500	$ 46,460	$ 54,540



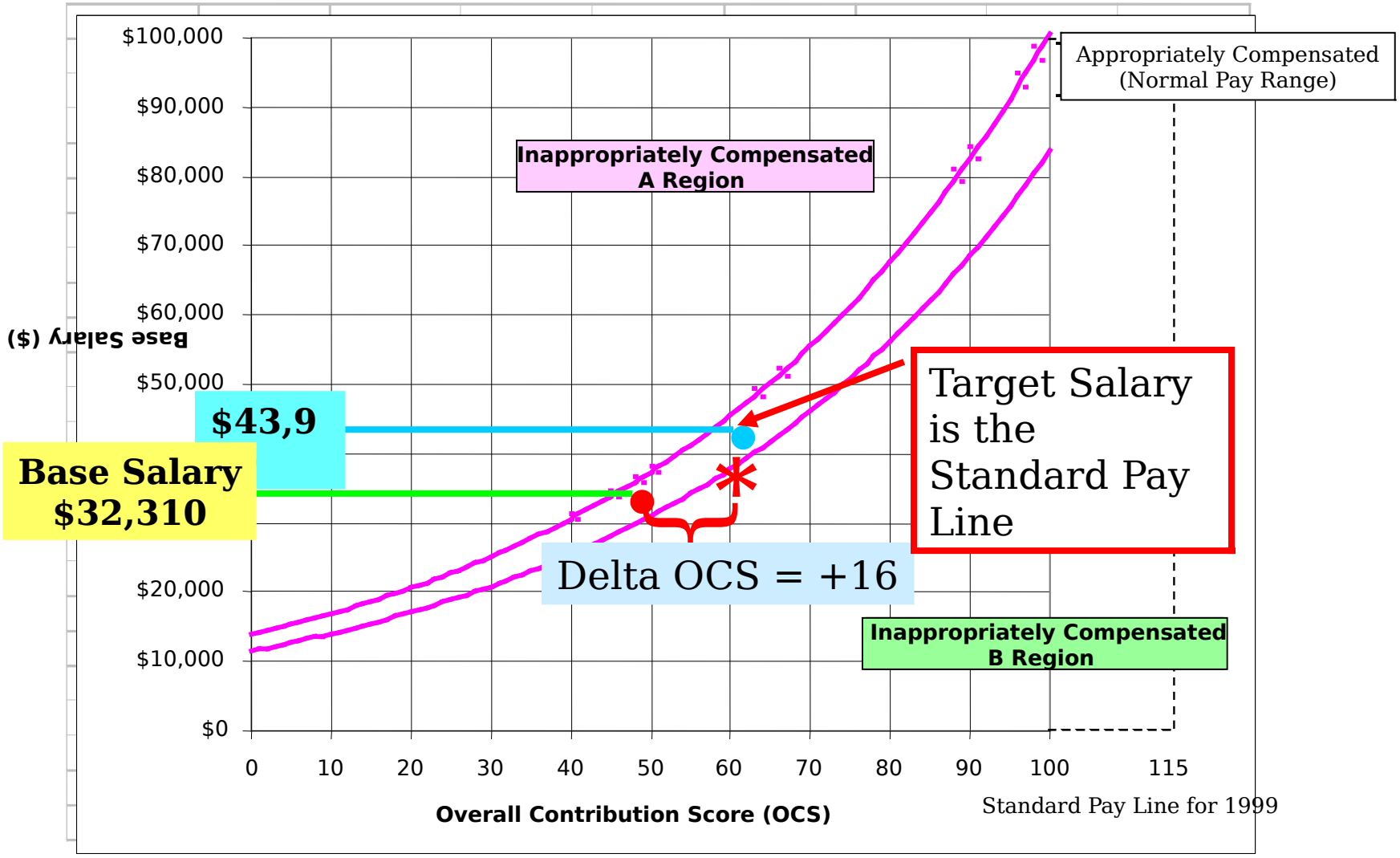
Target Salary:

Beta +1 (Upper Rail) means if Pay Pool approved an OCS of 60, the target s

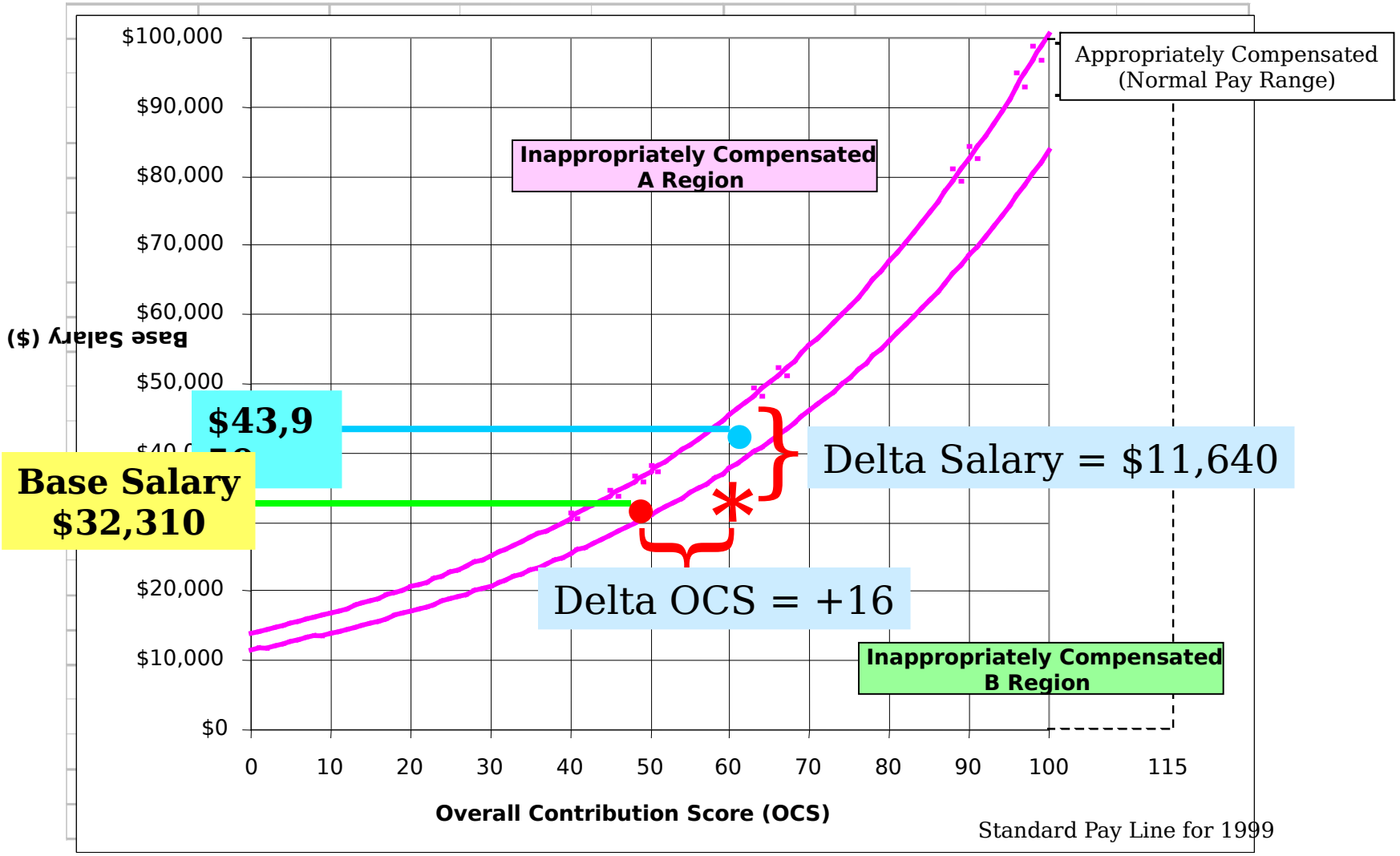
Beta 0 (SPL) means an OCS of 60's target salary is $43,950.

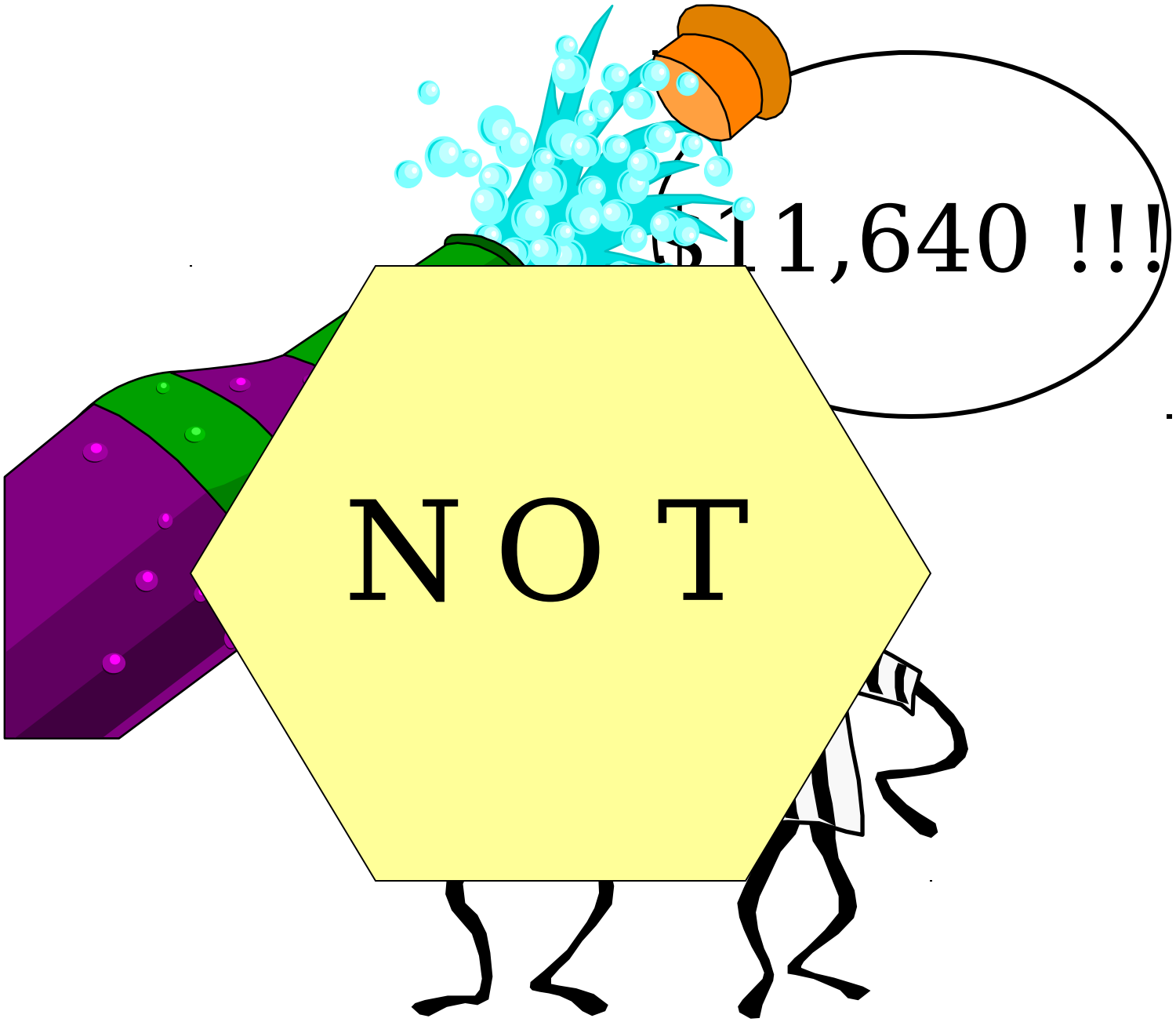
Beta -1 (Lower Rail means an OCS of 60's target salary is $40,434.

$43,950 is the target salary for OCS 60.



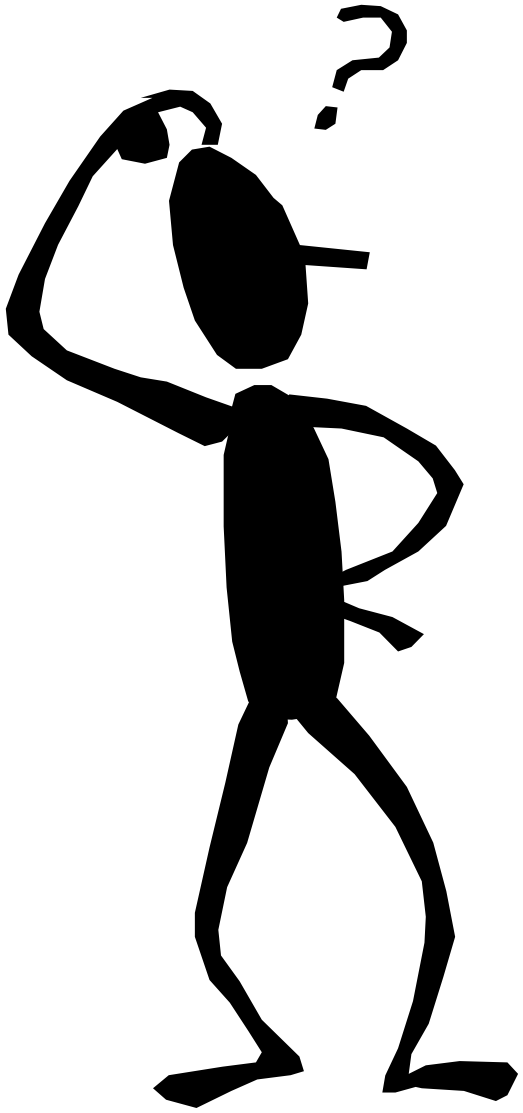
OCS Salary $43,950 - Base Salary $32,310 = Delta Salary $11,640




$11,640 !!!
NOT

Compensation from the Pay Pool

How Much of the Delta Salary Do I Get?



Answer:

Depends on how much money
is in the pay pool for Contribution Rating Increase
and Contribution Award.

How Much of the Delta Salary Do I Get?

1. Determine Total Number of Employees in the Pay Pool as of September 30.

	1999 Base Salary	Expected OCS
Employee One	$32,310	44
Employee Two	$55,000	72
Employee Three	$64,550	79
Employee Four	$84,741	93
Employee Five	$90,000	96

2. Add All the Base Salaries for the Pay Pool's Total Base Salary.

Total Base Salary
$326,601

How Much of the Delta Salary Do I Get?

3. Calculate Amount in Pay Pool (% of Total Base Sa

	1999 Base Salary	Expected OCS
Employee One	$32,310	44
Employee Two	$55,000	72
Employee Three	$64,550	79
Employee Four	$84,741	93
Employee Five	$90,000	96

Total Base Salary
$326,601

Pay Pool Dollars
Total Base Salary X 2.4% for CRI Pool = $7,838
Total Base Salary X 1.5% for CA X 90% = $4,409

CRI - 2.4% Was the Minimum Percent for First Year of the Project, 2.0% for S
Award - 1.5% of Which 90% Was the Minimum for CA, 1.0% for Subsequent Y

These Are Minimum Percentages That Can Be Increased by your

How Much of the Delta Salary Do I Get?

4. Enter the OCS Scores and Salaries

	1999 Base Salary	Expected OCS
Employee One	$32,310	44
Employee Two	$55,000	72
Employee Three	$64,550	79
Employee Four	$84,741	93
Employee Five	$90,000	96

OCS Score	OCS Salary
60	$43,949
67	$50,498
80	$65,360
91	$81,304
98	$93,419

Target Salary is the Standard Pay Line

Total Base Salary
$326,601

Pay Pool Dollars
Total Base Salary * 2.4% for CRI Pool = $7,838
Total Base Salary * (1.5% * 90% or 1.17) = $4,409

How Much of the Delta Salary Do I Get?

5. Determine the Delta OCS.

	1999 Base Salary	Expected OCS
Employee One	$32,310	44
Employee Two	$55,000	72
Employee Three	$64,550	79
Employee Four	$84,741	93
Employee Five	$90,000	96

OCS Score	OCS Salary
60	$43,949
67	$50,498
80	$65,360
91	$81,304
98	$93,419

Delta OCS
+16
- 5
+1
- 2
+2

Total Base Salary
$326,601

Pay Pool Dollars
Total Base Salary * 2.4% for CRI Pool = $7,838
Total Base Salary * (1.5% * 90% or 1.17) = $4,409

How Much of the Delta Salary Do I Get?

6. Calculate Delta Salary and Total Positive Delta.

	1999 Base Salary	Expected OCS
Employee One	$32,310	44
Employee Two	$55,000	72
Employee Three	$64,550	79
Employee Four	$84,741	93
Employee Five	$90,000	96

OCS Score	OCS Salary	Delta OCS	Delta Salary
60	$43,949	+16	$11,639
67	$50,498	-5	-$4,502
80	$65,360	+1	$810
91	$81,304	-2	-$3,437
98	$93,419	+2	$3,419

Total Base Salary
$326,601

Pay Pool Dollars
Total Base Salary * 2.4% for CRI Pool = $7,838
Total Base Salary * (1.5% * 90% or 1.17) = $4,409

Total Positive Delta
$15,868

How Much of the Delta Salary Do I Get?

7. Calculate Percent of Delta Salary to be given.

	1999 Base Salary	Expected OCS
Employee One	$32,310	44
Employee Two	$55,000	72
Employee Three	$64,550	79
Employee Four	$84,741	93
Employee Five	$90,000	96

OCS Score	OCS Salary	Delta OCS	Delta Salary
60	$43,949	+16	$11,639
67	$50,498	-5	-$4,502
80	$65,360	+1	$810
91	$81,304	-2	-$3,437
98	$93,419	+2	$3,419

% of Delta Salary	% of Delta Salary
49%	28%

Total Base Salary
$326,601

Pay Pool Dollars
Total Base Salary * 2.4% for CRI Pool = $7,838
Total Base Salary * (1.5% * 90% or 1.17) = $4,409

Total Positive Delta
$15,868

Pay Pool Dollars Divided by Total Positive Delta = Percent of Delta Salary

CRI	$7,838	/	$15,868	= 49%
CA	$4,409	/	$15,868	= 28%

How Much of the Delta Salary Do I Get?

8. Calculate Approved CRI and CA Compensation.

	1999 Base Salary	Expected OCS
Employee One	$32,310	44
Employee Two	$55,000	72
Employee Three	$64,550	79
Employee Four	$84,741	93
Employee Five	$90,000	96

OCS Score	OCS Salary	Delta OCS	Delta Salary
60	$43,949	+16	$11,639
67	$50,498	-5	-$4,502
80	$65,360	+1	$810
91	$81,304	-2	-$3,437
98	$93,419	+2	$3,419

CRI	CA
$5,703	$3,259
$0	$0
$397	$227
$0	$0
$1,675	$957

Total Base Salary
$326,601

Pay Pool Dollars
Total Base Salary * 2.4% for CRI Pool = $7,838
Total Base Salary * (1.5% * 90% or 1.17) = $4,409

Total Positive Delta
$15,868

- Salary Delta = +$11,639
- % of Salary Delta as CRI 49% * $11,639 = $5,703
- % of Salary Delta as CA 28% * $11,639 = $3,259

Part I - CCAS Salary Appraisal

Part I: CCAS Salary Appraisal Form

Name:	Employee One	**Series:**	0801	Appraisal Period:	
SSAN:	354-50-9286	**Broadband Level:**	II	**From:**	10/1/99
Organization:	CTQ	**Retained Pay:**	No	**To:**	9/30/00
Career Path:	NH	**Presumptive:**	None		

Discuss evaluation with employee and obtain signature confirming discussion. Signature of employee does not constitute agreement with CCAS appraisal.

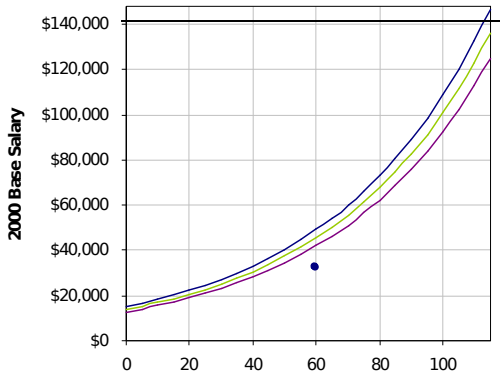
Matt Black	8/3/00
Pay Pool Manager	**Date**
	Date
	Date
Employee Signature	**Date**

Appraisal Detail

Overall Contribution Score	60
Target OCS	44

Employee Contribution Pay Comparison Chart

The graph plots the Employee Appraisal relative to the standard pay line (SPL) and rails. The top and bottom lines are the **Upper and Lower Rails**. The middle line is the **SPL**. The point is the **Employee Appraisal**.



Compensation Detail

	$32,310	Current Rate of Base Pay	
+	$ 1,228	G Increase	3.80%
+	$ 5,703	CRI Increase	17.65%
=	**$39,241**	**New Rate of Basic Pay**	
+	$3,551	Locality Pay	@ 9.05%
=	**$42,792**	**New Total Salary**	
	$ 3,259	Contribution Award	

Remarks

Part I, CCAS Salary Appraisal Form, is generated for each employee and contains the overall contribution score and space for the signature of the supervisor and the employee. The signature of the supervisor will be completed before presentation to the employee. After discussing the results with the employee, the employee will be asked to sign the form indicating that discussions occurred. A copy of PART I and the Supervisory Assessment, PART II, is provided to the employee and the original copy is maintained by CHRO.

THIS CONCLUDES THE INTRODUCTION TO CCAS

If you have any questions, please contact one of the following DEMO Team Members

Shelley Seay	**(703) 784-4321**
Irene Clouden	**(703) 784-0008**
Margaret Jackson	**(703) 784-0007**
Shawn Hampton	**(703) 784-0042**

John Klemm, Business Area Manager

(703) 784-4968